United Nations E/2006/58

Economic and Social Council

Distr.: General
28 April 2006

Original: English

Substantive session of 2006
Geneva, 3-28 July 2006
Item 3 (a) of the provisional agenda*
Operational activities for development of the United Nations system

Progress in the implementation of General Assembly resolution 59/250

Report of the Secretary-General

Summary

The present report is submitted in compliance with the request of the General Assembly in paragraph 102 of its resolution 59/250, in which the Assembly invited the Economic and Social Council to evaluate the implementation of the resolution.

In the course of 2005, key provisions of resolution 59/250 received additional impetus for implementation with the World Summit as well as, for example, the Paris Declaration on Aid Effectiveness. The present report highlights actions taken by the United Nations development system to pursue the reform of its functioning, ensuring national ownership over the assistance it provides to developing countries, making national capacity development a central goal of its development cooperation, fostering an inclusive approach in inter-agency collaboration to facilitate access by developing countries to the expertise and services available within the system, to reduce administrative and procedural burden on United Nations organizations and national partners. The United Nations system is expected to play a significant role in the implementation of the internationally agreed development goals and to demonstrate its value by its positive impact on the development process of recipient countries. The biennial Development Cooperation Forum organized by the Economic and Social Council will be an opportunity to strengthen the commitment of the international community to support coherent and sustainable development policies.

* E/2006/100.

06-33331 (E) 050606

The Council is invited to prepare the ground for the next triennial comprehensive policy review of operational activities for development of the United Nations system, which the Assembly will conduct in 2007, and to provide guidance thereon to the Secretary-General in preparing for the triennial comprehensive policy review.

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Abbreviations

ADB	Asian Development Bank
ASEAN	Association of South-East Asian Nations
CAS	country assistance strategy
CCA	common country assessment
CEB	Chief Executives Board for Coordination
CPAP	country programme action plan
CPD	country programme document
CSO	Civil society organization
DfID	Department for International Development (of the United Kingdom)
ECA	Economic Commission for Africa
ESCWA	Economic and Social Commission for Western Africa
ERP	Enterprise Resource Planning
FOSS	Free and open-source software
HLCP	High-level Committee on Programmes
HLCM	High-level Committee on Management
NEPAD	New Economic Partnership for Africa's Development
NRAs	Non-resident agencies
PRS/PRSP	Poverty reduction strategy/poverty reduction strategy paper
QSA	Quality Support and Assurance
RC/HC	Resident Coordinator/Humanitarian Coordinator
SAARC	South Asian Association for Regional Cooperation
SPECA	Special Programme for Economies in Central Asia
STDev	Science and Technology for Development Network
SU/SSC	Special Unit for South-South Cooperation
TCDC	Technical Cooperation among Developing Countries
TICAD	Tokyo International Conference on African Development
UNCTs	United Nations country teams
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
ECE	Economic Commission for Europe
ESCAP	Economic and Social Commission for Asia and the Pacific

I. Introduction

1. As requested by the General Assembly in paragraph 102 of its resolution 59/250, the Economic and Social Council, during the operational activities segment of its substantive session of 2006, will examine the operational activities of the United Nations system in order to evaluate the implementation of Assembly resolution 59/250 with a view to ensuring its full implementation. In that context, the present report on the progress of implementation of resolution 59/250 by the United Nations system has been prepared to assist the Council in fulfilling its main responsibility in the area of development cooperation, which is to improve the quality and impact of the operational activities of the United Nations.

2. The present progress report follows the report on the management process developed by the United Nations system for implementing resolution 59/250 submitted to the Council in 2005 (E/2005/58). In paragraphs 3 and 4 of its resolution 2005/7, the Council requested that the present report include an update of the matrix of targets, benchmarks and time frames contained in the report on the management process, with analytical reporting on results and outcomes achieved through the implementation of actions by the United Nations system. The Council, in particular, expected that the present update reflects entirely provisions of Assembly resolution 59/250 on national capacity-building, on increasing system-wide capacity in support of recipient countries and enabling and facilitating their access to the full range of services and accumulated experience available throughout the entire United Nations system.

3. General Assembly resolutions on the triennial comprehensive policy review of operational activities for development of the United Nations system, as far back as 1989, have addressed the importance of capacity-building and identified ways to better achieve national ownership, including through national execution and for the system to provide the skills and expertise that correspond to the needs and requirements of developing countries, within their respective development frameworks. Those ways and means to support national development process were restated in strong terms in Assembly resolution 59/250, making key priorities for United Nations reform the full utilization of national capacities and the greater coherence of the United Nations system response to national priorities.

4. The fundamental orientations of resolution 59/250 appeared prominently in such documents as the 2005 World Summit Outcome. They also appear in the 2005 Paris Declaration on Aid Effectiveness. The commitments of the Paris Declaration are to adhere to the goals of ownership, harmonization, alignment, results and mutual accountability. The view that national ownership leads to greater impact on the development process is central to the three policy documents, as well as the need to manage by results and to obtain development results. The need to make external aid commitments more predictable, highlighted in the Paris Declaration, is parallel to the call, in the General Assembly resolutions for the triennial comprehensive policy review, for predictability of adequate funding for the development cooperation activities of the United Nations system. The 2005 World Summit reaffirmed that the role of national policies and development strategies cannot be overemphasized, recognizing that national efforts should be complemented by supportive global programmes, measures and policies. The Summit underscored the need for strengthening linkages between the normative work of the United Nations system and its operational activities and for implementing current reforms aimed at

a better-performing United Nations country presence. In the follow-up to the 2005 World Summit, initiatives are being launched relevant to the issues addressed in resolution 59/250, such as the High-Level Panel on United Nations System-wide Coherence, established in early 2006. Therefore, the efforts of the United Nations system to implement resolution 59/250 take place in a favourable policy context.

5. In 2007, a comprehensive analysis of implementation of resolution 59/250 will be submitted to the Assembly at its sixty-second session, through the Council, in the context of the triennial comprehensive policy review. The assessment of progress of implementation of Assembly resolution 59/250 by the Council, in 2006, presents an opportunity to Member States to offer additional guidance to the United Nations system to ensure full implementation of the resolution and assist the Secretariat in undertaking, for 2007, its analysis of implementation which should focus on the issues of greatest interest to them.

6. The present progress report is the outcome of a comprehensive consultation process with the organizations of the United Nations system and its inter-agency mechanisms. Information on action taken by the United Nations system to implement Assembly resolution 59/250 is presented in section III of the present report. Section II below offers a brief analytical summary of the main thrust of progress accomplished in implementation, in relation to the general orientations of the resolution, expressing the consensus of Member States on the development cooperation role of the United Nations system, and which were identified in the 2005 management process report[2] as follows:

(a) Integrating the activities of the United Nations system with national plans and priorities: national ownership and participation;

(b) Partnership and support to national capacity-building;

(c) Capacity of the United Nations system to contribute to development results;

(d) United Nations reform process.

Recommendation

<u>Guidelines for the next triennial comprehensive policy review</u>: The Economic and Social Council may wish to use the assessment of progress achieved in the implementation of General Assembly resolution 59/250 in the year 2006 to lay down broad guidelines for the 2007 triennial comprehensive policy review, emphasizing areas on which the report on the triennial comprehensive policy review should focus.

II. Overview of progress in the implementation of resolution 59/250

A. Integrating the activities of the United Nations system with national plans and priorities: national ownership and participation

7. To ensure greater national ownership over the assistance provided by the United Nations system, the management process for the implementation of resolution 59/250[3] identified the following key actions for immediate progress: (a) enhancing the coherence of the system at the country level with tools such as the

common country assessment (CCA) and the United Nations Development Assistance Framework (UNDAF); (b) ensuring national authorities ownership of the UNDAF and their full participation in its preparation and development; (c) ensuring that the programming and monitoring of United Nations multi-year programmes are fully aligned with the UNDAF and move towards harmonization of programming cycles with the national instruments.

8. In its resolution 59/250 the General Assembly recognized the merit of past efforts to enhance the coherence of the system at the country level. Programmatic coherence was pursued through the promotion of internationally agreed development goals and the use of CCA and UNDAF. Also, coherence reduces duplication and transaction costs, facilitating national ownership of United Nations processes. Based on experience, UNDG agreed that CCA should be short and flexible and is not needed where relevant issues are covered in national processes. In 2004, 17 CCAs and UNDAFs were prepared, of which 12 fed into national development processes.

9. Subsequent to the adoption of resolution 59/250, an increasing number of United Nations country teams have helped national partners to place the Millennium Development Goals within their Poverty Reduction Strategies, linking CCA and UNDAF to those strategies. In July 2005, UNDG adopted a set of measures to put national development plans at the centre of United Nations country programming; strengthen national capacities; and increasingly use and strengthen national systems. Those measures focused on key challenges concerning, for example, the role of the United Nations system vis-à-vis new aid modalities and the provision of optimal support to recipient countries to realize the commitments of the Millennium Declaration. A first survey of implementation of the measures is currently being reviewed by UNDG. In this context, it is recalled that the 2005 World Summit Outcome document requested the adoption and implementation, by 2006, of comprehensive national development strategies to achieve the internationally agreed development goals.

10. Regarding the alignment of multi-year programmes with UNDAF, at the end of 2005, in 83 countries, UNDAFs had been completed with harmonized programme cycles. The 2004 guidelines for CCA and UNDAF have provided United Nations country teams with flexibility to adjust the UNDAF cycle so that the duration and timing of the United Nations programming process could be synchronized with the national planning cycle. Progress in that area has been reinforced by the proposal for further harmonization of country programming approval presented to the Joint Executive Board meeting of UNDP/UNFPA, UNICEF and WFP in March 2006.

11. As mentioned in paragraph 4 above, initiatives are being taken to strengthen system-wide coherence,[4] in particular by strengthening country-level coordination systems, as well as strengthening the linkages between the normative work and the operational activities of the United Nations system and by managing more tightly entities in the field of development, humanitarian assistance and the environment.[5] Early decisions that the General Assembly may take on these matters should be adequately reflected in the preparation for the triennial comprehensive policy review 2007.

Recommendation

Follow-up to the 2005 World Summit Outcome: The Economic and Social Council may wish to request the Secretary-General, in assessing the implementation of Assembly resolution 59/250 in preparation for the next triennial comprehensive policy review, to take account of the relevant intergovernmental decisions made in the context of the follow-up to the 2005 World Summit Outcome.

B. Partnership and support to national capacity-building

12. Strengthening national ownership and participation and building national capacity for development are two mutually reinforcing activities. In paragraph 26 of resolution 59/250 the General Assembly emphasized that capacity development and full national ownership of development strategies are essential for the achievement of the Millennium Development Goals.

13. In 2002, UNDP and the Department of Economic and Social Affairs cooperated in achieving a consensus among United Nations organizations on the definition and importance of mainstreaming capacity development in all programmes. Since then, a number of United Nations programmes have explicitly identified capacity development as a main goal. Following the adoption of resolution 59/250 and the Paris Declaration on Aid Effectiveness, attention is going beyond the development of capacity needed to manage and implement United Nations-supported programmes to address the strengthening of country capacities to manage and implement the national development process.

14. In that respect, in resolution 59/250 the General Assembly called upon United Nations organizations to strengthen the capacity of developing countries to better utilize various aid modalities, including system-wide approaches and budget support that poses challenges to United Nations development cooperation, the way it is programmed and funded. In early 2005, UNDG issued a position paper on sector support and sector programmes, based on country-level experiences. By mid-2006, UNDG would approve operational guidelines on sector support.

15. In resolution 59/250 the General Assembly also stressed that measures for institutional and capacity-building, supportive of development be taken from the beginning of the relief phase of humanitarian assistance. Some United Nations country teams have supported government coordination for planning and tracking progress on overall support to transition from recovery to development. OCHA and UNDG member organizations are developing a joint programme for coordination in the transition phase. Building local capacity during the relief phase is the concern of many agencies; however, the emergencies of 2005 have revealed that significant local capacity is often untapped. The United Nations Emergency Relief Coordinator is working closely with Governments and partner agencies to improve the situation. The newly established Peacebuilding Commission is expected to ensure predictable financing for recovery.

16. A variety of approaches to support capacity development include facilitating technology transfer, promoting South-South cooperation and ensuring progress on cross-cutting issues such as gender equality. The UNDG working group on capacity development is developing operational guidance to United Nations country teams on

increasing effectiveness of their support to national capacity development. In paragraph 29 of resolution 59/250 the General Assembly requested CEB to analyse the wide range of capacity development efforts of the United Nations development system and to make recommendations on measures necessary to enhance their effectiveness. The High-level Committee on Programmes of CEB decided that that analysis should maximize experience in that domain by each organization of the system and include analysis of the development of national technical and technological capacities.

Recommendations

Support to national capacity development: The Economic and Social Council may wish (a) to stress that support of the United Nations system to national capacity development be designed with the aim of strengthening national ownership and leadership over external assistance and aid coordination, in particular in the context of new aid modalities such as sector-wide approaches and general budget support; (b) to call for more systematic United Nations capacity development efforts to support national development strategies that benefit from the results of the system normative work.

C. Capacity of the United Nations system to contribute to development results

17. The internationally agreed development goals underscore the necessity of increased support at the country level for the formulation of comprehensive development plans, based on an integrated approach to development. In that respect, the complementary mandates and capacities of the United Nations organizations are one of the strengths of the system. The 2005 World Summit Outcome document recognized that the United Nations brings together a unique wealth of expertise and resources on global issues and supported stronger system-wide coherence.[6] The efforts to foster teamwork among the organizations of the system are recognized; however, their participation in country-level activities and coordination mechanisms still differs in level and quality, and for some organizations it is inadequate. Developing countries should be able to draw fully on the system's accumulated experience in all pertinent economic, social and other domains, with contributions by organizations with no country representation or limited country-level presence.[7]

18. Most United Nations organizations are represented in less than half of countries' United Nations country teams, or are not represented at all; only two organizations, UNDP and UNICEF, are represented in all or most United Nations country teams.[8] Therefore, one important function of Resident Coordinators' Offices, in addition to support to United Nations country teams, has been to facilitate the participation of non-resident agencies in country processes. In some countries, project staff of those agencies have been designated to represent them and invited to participate in meetings of United Nations country teams. They have also been offered office space in the Resident Coordinators' Offices or the UNDP offices so that they can be more involved in the activities of the United Nations country teams. Agencies' regional representatives have participated in key United Nations country teams processes. A wide range of tools and mechanisms are currently used to promote the participation of non-resident agencies in country development work. However, frequently, the communications flow between non-resident and resident

agencies is not institutionalized or timely. The insufficient capacity of non-resident agencies to respond to many requests they receive to participate in country-level work, as well as insufficient staffing of Resident Coordinators' Offices to maintain regular coordination with them, are main constraints to overcome. Proposals to strengthen the participation of non-resident agencies in country-level planning and support that were developed on the basis of the consultation have been considered by the UNDG Programme Group and should be taken up by the High-level Committee on Programmes of CEB later in 2006.

19. The World Summit Outcome added momentum to those efforts to build a more unified United Nations and provide more sustained and integrated support to achieving agreed development goals. The members of the Executive Committee for Economic and Social Affairs are organizing their policy development and analytical work around a few strategic objectives and will strengthen linkages with the operational work of the United Nations system through close collaboration with UNDG and its Executive Committee. In that connection, the relevance of the work of the regional commissions and many non-resident agencies to support country processes lies largely in the results of their recent analytical and normative work, which should be accessed more easily. That requires progress in knowledge management practices and facilities. The High-level Committee on Programmes of CEB decided in 2005 to pursue the issue and to establish a Knowledge Management Task Force.

20. The participation of non-resident agencies in country-level work is an issue that also requires further discussion of the funding situation affecting the capacity of the United Nations development system to provide coherent support to long-term development goals. The financing for operational activities of the system was discussed by the Economic and Social Council and the General Assembly in 2005 and will be examined again by the Council in 2006.[9]

Recommendation

Capacity of the United Nations system to support comprehensive development strategies: The Economic and Social Council may wish to reiterate that a more inclusive participation of United Nations organizations in country-level processes should facilitate access by developing countries to the expertise and services available within the system. The Council may wish to call for the strengthening of such arrangements as system-wide knowledge management and the strengthening of capacities of the resident coordinator offices and organizations with limited or no country representation to facilitate their participation in country-level development work, increasing the awareness by countries of available expertise and services as well as communicating to the organizations the strategic opportunities for participation.

D. United Nations reform process

21. In resolution 59/250 the General Assembly confirmed that the United Nations development system reform under way should be vigorously pursued with the active involvement of the entire system across the many different areas of action of reform to enhance the contribution to development of the system as a whole as well as secure the most efficient use of limited resources.

22. Harmonization measures should be associated with tangible achievements in terms of actual simplification of processes and a significant reduction in the administrative and procedural burden on their organizations and their national partners brought about in the preparation and implementation of operational activities. The United Nations funds and programmes are currently discussing with their Executive Boards the simplification of their country programming arrangements. Integration with national plans and processes of United Nations tools such as CCA and UNDAF, including the harmonization of programming cycles with national programming, is fundamental to pursue overall simplification.

23. The harmonization and simplification of relevant rules and procedures throughout the United Nations system are critical to rationalize the country presence of United Nations organizations. Harmonization promotes shared management of resources at the country level (shared premises, services, information technology and human resources) as well as coherent decision-making and streamlined management of activities. The model joint office presents the most integrated and efficient use of resources. The first pilot joint office in Cape Verde has been implemented and additional pilots are being developed to have a range of models appropriate to different country situations. Other models include various hosting arrangements pursued by UNDG.

24. Regarding financial policies and practices, the differing cost recovery rates and methods used in the United Nations system are causing unnecessary confusion among stakeholders and delays in the development of joint programmes as well as problems in the participation of United Nations organizations in multi-donor trust funds. A review of cost recovery rates and policies among United Nations organizations has been carried out by the High-level Committee on Management of CEB. Definitions and principles of cost recovery have been harmonized among the Executive Committee agencies; at this time, progress on the matter requires discussions with their Executive Boards, which UNDP, UNFPA and UNICEF plan to have in 2006.

25. Joint initiatives are encouraged. In 2004, the UNDGO issued further guidance on joint programming to address administrative and procedural barriers to such approaches. In early 2006, more than 160 joint programmes were reported, of which a quarter were developed in 2005. However, key system-wide measures which the Assembly requested in resolution 59/250 to support the Resident Coordinator system have not yet been adopted: proposals for the Resident Coordinator accountability framework as well as enhanced funding to support the Resident Coordinators are under consideration.

26. Continuous review of progress of reform is crucial to improve the efficiency and effectiveness of the United Nations development system. United Nations country teams are conducting common annual reviews of progress towards the expected results defined in the UNDAF results matrix, prior to planning for the subsequent year. Joint evaluations of total United Nations system contributions to development at the country level are planned by a number of United Nations evaluation offices, members of the United Nations Evaluation Group. In 2006 CEB will adopt a policy to support strengthening of evaluation activities, with focus on development results, as encouraged by the Assembly in resolution 59/250.

Recommendation

Simplification and development results: The Economic and Social Council may wish to reiterate that the main goal of the reform of the United Nations development system and its functioning at the country level is to reduce the administrative and procedural burden involved in the design and delivery of development assistance on the organizations of the system and recipient countries, to obtain optimal impact of such assistance on the development process of countries.

III. Progress of implementation of resolution 59/250: matrix of steps taken and results of specific actions against benchmarks and targets at the system-wide level

27. The present section adopts the same structure as Assembly resolution 59/250, following the provisions contained in each of the 12 sections of that resolution. To facilitate comparison with the 2005 report on the management process, the present progress report reproduces the matrix of actions, benchmarks and targets contained in the management process report, inserting in *italics* at the end of each section or subsection the new information available in early 2006 on the steps taken by the United Nations system to implement resolution 59/250 and results and/or progress to date.

A. Basic approach to the role and functioning of the United Nations system's development cooperation to support national development strategies and priorities and the achievements of internationally agreed development goals

*Issues**	*Targets for each group of issues**	*Actions*	*Benchmarks and time frames*	*Action by*
(a) **Key criteria** (a.1) The fundamental characteristics of the United Nations system's development cooperation are at the basis of its development role at the country level (paras. 2 and 4) (a.2) The operational activities for development of the United Nations system play a key role in supporting the follow-up to the Millennium Declaration and major global conferences and summits in the economic, social and other related fields (fourth preambular para. and para. 3) (a.3) The effectiveness of operational activities of the United Nations system should be valued and assessed on the basis of their impact on the recipient countries as contributions to enhance	(a) In order to: • Provide comprehensive support to enhance national capacities to promote poverty eradication, sustained economic growth and sustainable development (para. 8), the United Nations development system should draw on accumulated experience of all its organizations in pertinent economic, social and other domains based on comparative advantages and expertise (para. 44) **[A.a.1]** • Support developing countries' efforts to achieve internationally agreed development goals, reform efforts of the United Nations development system should enhance its efficiency, effectiveness, coherence and impact, achieving concrete development results at the country level also on the basis of their national development strategies (paras. 7, 10 and 13) **[A.a.2]**	(a) • Promote initiatives to highlight best practices in support of national efforts to implement policies that promote poverty eradication, sustained economic growth and sustainable development (para. 8) **[A.a.1]** • Take actions on various fronts — to promote inclusiveness with the participation of all organizations of the United Nations system, including non-resident United Nations agencies and other United Nations entities in inter-agency mechanisms; to strengthen the role of the resident coordinator system; to further simplify and harmonize programme development processes, such as those related to CCA and UNDAF; to improve evaluation activities; to focus on capacity development,	(a) Best practices/lessons learned to further improve effectiveness and impact of United Nations programmes and projects (2005-2007) as identified in the 2005-2007 UNDG Programme Group results matrix, supporting pro-poor policy development for sustained economic growth **[A.a.1]** UNDG agenda for further simplification, harmonization and alignment formulated, in follow-up to OECD/DAC High-level Forum on Alignment and Harmonization submitted to the Economic and Social Council (July 2005) **[A.a.3]** Increased capacity of United Nations country teams to support policy response and operational scaling up to meet the goals of the Millennium Declaration and	(a) All United Nations system, United Nations country teams, inter-agency mechanisms (UNDG and CEB) and Secretariat as appropriate Within UNDG, specific responsibilities are with its Programme Group and Management Group (see other sections of this matrix)

*Issues**	*Targets for each group of issues**	*Actions*	*Benchmarks and time frames*	*Action by*
(their capacity to pursue poverty eradication, sustained economic growth and sustainable development (para. 7) (a.4) The development of national capacities to eradicate poverty and pursue sustainable economic growth and sustainable development is a central goal of the development cooperation of the United Nations system (eleventh preambular para.)	• Strengthen the role and capacity of the United Nations development system to assist countries in achieving their development goals, a significant increase in resources and an expansion of its resource base on a continuous, more predictable and assured basis are required (para. 13)	including for the capacity to manage various aid modalities; to better mainstream gender issues; streamline regional dimensions; articulate social, economic and humanitarian dimensions, and integrate transition from relief to development in UNDG policies (on system-wide engagement see, inter alia, paras. 34, 36-38, 40, 43-46, 54-55, 58-59, 69, 76-77, 83, 87-88, and 94, and each section thereunder) in order to ensure active involvement of the entire United Nations development system in country-level operations and inter-agency mechanisms **[A.a.2]** • Promote actions in the area of fund mobilization to finance operational activities for development (see sect. B below)	Millennium Development Goals for 2005-2007 period **A.a.2]** HLCP/CEB will specify actions/benchmarks/time frames in its work programme in July 2005 **[A.a.4]** Other details are specified in the following sections of this matrix	

* References are to text of General Assembly resolution 59/250.

Steps taken; results/progress to date:

See also other sections for relevant items.

[A.a.1] *UNDP is preparing a "How-to Guide to MDG-based National Development Strategies" to strengthen capacities for government leadership in the development process (part I) and to provide practical approaches to national partners expertise in achieving the MDGs (modules of part II). The "How-to Guide" draws from experiences of UNCTs in aligning PRS with MDGs.*

[A.a.2] *The UNDG Action Plan (2006-2008) on Follow-up to the 2005 World Summit is for: (1) Scaling up actions to achieve the MDGs; (2) Sustaining progress achieved; and (3) Mitigating risks to prevent erosion of gains.*

An UNDG Policy Network of experts from United Nations agencies was organized in July 2005 for substantive policy and operational advice to UNCTs to support Governments' preparation/revision of MDG-based strategies on: needs assessment/investment planning, widening policy options, and capacity development. In 2006, the Network (110 Professionals from 15 United Nations agencies) will assist 10-12 UNCTs in priority countries and provide electronic support to others.

Agency initiatives related to support for MDGs, PRS and national priorities include: WFP creation of a Policy Unit to support country offices; FAO support to food security; UNIDO Integrated Programmes in Africa for platform on capacity-building.

[A.a.3] *The UNDG Action Plan on implementing the Paris Declaration, approved by UNDG in July 2005 and submitted to the Economic and Social Council, is to: put national development plans at the centre of United Nations country programming; strengthen national capacities; and increase use of, and strengthen, national systems. The UNDG Chair issued a letter to resident coordinators in July 2005 to implement the Plan. A progress report on implementation of the Plan is reviewed by UNDG.*

[A.a.4] *In follow-up to CEB report "One United Nations" and the 2005 World Summit Outcome, HLCP identified future work priority themes, inter alia: employment, sustainable development, science and technology, migration, rural development, disaster reduction, democracy. The Executive Committee for Economic and Social Affairs has developed workplan clusters as follow-up actions to the 2005 Summit along similar themes.*

*Issues**	*Targets for each group of issues**	*Actions*	*Benchmarks and time frames*	*Action by*
(b) **National ownership and leadership** (b.1) National Governments have primary responsibility in countries' development and coordinating external assistance (paras. 5 and 6)	(b) • The United Nations system should design and implement its development cooperation as a response to national development plans, policies and priorities, which constitute the only viable frame of	(b) Appropriate actions are being taken at all levels by different entities Ensure that the beneficiary countries' needs are taken into account in the design, implementation and evaluation of development cooperation	(b) To be defined as appropriate **[A.b.1]** To be defined as appropriate **[A.b.2]**	(b) All United Nations system, resident coordinator system, United Nations country teams, United Nations country-level thematic groups UNDG and CEB as inter-agency mechanisms

*Issues**	*Targets for each group of issues**	*Actions*	*Benchmarks and time frames*	*Action by*
(b.2) Importance of national ownership of development programmes, leadership of national Governments and involvement of other national stakeholders (see, inter alia, para. 11) (b.3) Key role of national development plans, policies and priorities for United Nations development cooperation (seventh preambular para. and paras. 5, 6 and 11)	reference for programming its operational activities at the country level (para. 11) • United Nations development cooperation should pursue full integration of United Nations system operational activities at the country level with national planning and programming, under the leadership of national Governments, while ensuring the full involvement of all relevant stakeholders at the national level (para. 11) • The United Nations system's development cooperation should create an enabling environment to ensure strong linkages with all national entities that are involved in the development process (national Governments, civil society, national non-governmental organizations and the private sector) with a view to seeking new	Capacity-building directed towards enhancement and development of local, national and regional capacities of developing countries to ensure home-grown development policies **[A.b.1]** Preparation of UNDG Common Programming Manual reflecting principles and adopting process guidelines to ensure national ownership and leadership **[A.b.3]** Development of strategy on strengthened partnerships with civil society organizations at country level **[A.b.4]**	United Nations Common Programming Manual to be formulated by UNDG Programme Group, approved and distributed by March 2006 **[A.b.3]** UNDG strategy on strengthened partnerships with civil society organizations at country level to be formulated and approved by December 2005 **[A.b.4]**	Within UNDG, its Programme Group

*Issues**	*Targets for each group of issues**	*Actions*	*Benchmarks and time frames*	*Action by*
	and innovative solutions to development problems in accordance with national policies and priorities (para. 9)			

[A.b.1] [A.b.2] *Regarding alignment with national frameworks, strengthening national ownership and leadership, the letter of UNDG Chair to Resident Coordinators (see A.a.3 above) provides guidance.*

• To use CCAs to promote country-led analytical work and avoid them where national processes can cover issues of concern to the United Nations and international community.

• To develop UNDAF along national development strategy or priorities, with outcomes, where feasible, drawn directly from the national plan or government/international partners agreed joint strategy.

• To support capacity development of national systems, with transition plans to use them; UNDG members agreed to amend regulations inhibiting use of national systems by end-2006.

12 of 17 CCAs and UNDAFs prepared in 2005 by UNCTs fed into national development processes.

[A.b.3] *The Common Programming Manual will incorporate guidelines on national ownership and leadership.*

[A.b.4] *UNDG Programme Group approved in October 2005 proposal by its Task Force on Civil Society to create CSO focal point in UNCTs, with fund-raising for strengthening CSO engagement with United Nations system; guidance will be issued by June 2006.*

*Issues**	*Targets for each group of issues**	*Actions*	*Benchmarks and time frames*	*Action by*
(c) **Coherence and coordination** • Coherence and coordination in United Nations system's development cooperation is crucial for its effectiveness	(c) • To enhance country-level coherence, effectiveness and efficiency of the United Nations development system (para. 12) • To strengthen inter-agency coordination mechanisms at the country level (see in particular section V of resolution 59/250)	(c) • Programmes of work of UNDG and its mechanisms, and CEB and related HLCP and HLCM • Initiatives in the area of simplifying and harmonizing CCA and UNDAF, resident coordinator system, and other areas (specified in the next sections of this matrix)	(c) UNDG agenda for further simplification, harmonization and alignment (July 2005) **[A.c.1]** Greater harmonization of strategic frameworks, instruments, modalities and partnership arrangement between the United Nations system	(c) UNDG and CEB mechanisms Within UNDG, its Programme Group Resident coordinator system and United Nations country teams involved to implement actions

*Issues**	*Targets for each group of issues**	*Actions*	*Benchmarks and time frames*	*Action by*
		•Establish mechanisms ensuring that the substantive contributions of non-resident entities are taken into account in country-level operational activities **[A.c.5]** • HLCP/CEB incorporating implications of resolution 59/250 in its work programme **[A.c.4]**	and Bretton Woods institutions (April 2005) **[A.c.2]** UNDG policy and guidance on sector/budget support developed and approved (December 2005) **[A.c.3]** Strengthened collaborative arrangements on work planning and policy development between UNDG and HLCP/CEB **[A.c.4]**	UNDG and CEB mechanisms

[A.c.1] *UNDG priorities for 2006 reflect the agenda for simplification, harmonization and alignment responding to the 2005 World Summit Outcome with: programme coherence and oversight at country level through common management, programming and monitoring framework; strengthened resident coordinator/humanitarian coordinator system, streamlined United Nations system country presence and further harmonization and simplification.*

Further simplification of the common country programming presented at the Joint Meeting of Executive Boards of UNDP/UNFPA, UNICEF and WFP in January 2006. A joint paper on the matter, with instruments, guidance and support, will be submitted to the June 2006 Joint Executive Boards session.

[A.c.2] *The UNDG Programme Group and the Bretton Woods institutions met in March 2005 sharing the experiences of the United Nations system with PRSPs. Examples of harmonizing strategic frameworks: Economic Commission for Europe-Economic and Social Commission for Asia and the Pacific strengthened cooperation in Central Asia with Central Asian Regional Economic Cooperation led by ADB; in Cambodia, the United Nations/system joined the World Bank, the ADB and DfID in joint analysis to inform each organization's assistance framework.*

[A.c.3] *UNDG 2005 position paper on UNCT's role in sector support and sector programmes; operational implications will be included in the common country programming manual (see A.b.3).*

[A.c.4] *CEB/HLCP Chair was invited to attend UNDG Executive Committee meetings, while Chairs of the UNDG Programme Group and Management Group and the Development Group Director attend the HLCP and HLCM meetings. UNDG 2006 work priorities, which include improved coherence of coordination mechanisms, were presented to the HLCP at HLCP/HLCM work planning process. Feedback and coordination among UNDG, IASC, HLCM, HLCP and Executive Committee for Economic and Social Affairs worked out by respective secretariats.*

[A.c.5] *UNDG organized a Working Group on Non-resident Agencies in July 2005 to recommend measures to enhance participation of those agencies in country programming processes. The Working Group submitted to the UNDG Programme Group a report on current practices for NRAs participation in development work at the country level and developing country access to the expertise of non-resident agencies, identified obstacles to participation and new tools and mechanisms to address obstacles; report will be shared with CEB/HLCP.*

B. Funding for United Nations operational activities and statistical reporting

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) **Overall funding for United Nations development cooperation and core resources** • Supporting United Nations development cooperation with adequate resource base (especially core resources) is crucial (paras. 16 and 17) • Increasing the financial contributions to the United Nations development system is key to achieving goals emerging from Millennium Declaration and other international summits and conferences (para. 14) • Funding should focus on long-term development challenges and requirements (para. 15)	(a) • To secure, on a predictable, continuous and sustained basis, the critical mass of resources required to ensure adequate functioning and pursuit of long-term development objectives of the United Nations system at the country level (paras. 13 and 21) • Donor countries and other countries in a position to do so should substantially increase contributions to the core/regular budgets of United Nations development system, whenever possible on a multi-year basis (para. 18), while developing countries should effectively use ODA (para. 19) • The Economic and Social Council operational activities segment should play an oversight role on funding for the United Nations system's development cooperation and development cooperation in general (para. 23)	(a) • Establishment, starting from 2006, of a 3-year review of trends and perspectives in funding for development cooperation as a whole (not only United Nations development cooperation) by Economic and Social Council (para. 23) **[B.a.1]** • Governing bodies of all United Nations organizations, and particularly executive boards of United Nations funds and programmes, will regularly monitor funding situation, including this item in their agenda and their annual reports (para. 21) **[B.a.2]** • Governing bodies of United Nations non-resident entities will monitor and assess the funding of country-level operations and funding of country-level coordination mechanisms, including the availability of core and non-core resources **[B.a.2]**	(a) • Economic and Social Council 3-year review of funding for development cooperation starts in 2006 **[B.a.1]** • Regular oversight function on funding issues will be summarized in annual reports of governing bodies **[B.a.2]** • Reports of the executive heads of United Nations funds and programmes and other agencies will report on funding issues as well **[B.a.2]**	(a) • Most provisions of this section address donor countries or other countries in position of providing substantial contribution to the operational activities for development of the United Nations system • A few provisions are addressed to the intergovernmental machinery: Economic and Social Council and governing bodies of United Nations organizations, including executive boards of the United Nations funds and programmes, as well as governing bodies of other agencies and entities of the United Nations system

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
	• The governing bodies of all United Nations organizations should systematically address funding of their agency's operational activities and explore, in a multi-year context, appropriate, additional sources of financial support and alternative funding modalities (para. 21)			

[B.a.1] *First Economic and Social Council review of trends and perspectives on funding for development cooperation in 2006; the Development Cooperation Forum, when established, will also discuss the topic.*

[B.a.2] *UNDP, UNFPA, UNICEF have adopted 4-year Multi-Year Funding Frameworks since 2000; WFP continues to work on a biennial basis, with a 3-year cycle for indicative donor pledges; IFAD Governing Council financial review is based on 3-year funding replenishments; many agencies are on a biennial cycle (UNCTAD, UNEP, WHO); UNEP reports on its funding situation biannually to its Governing Council and quarterly to its Committee of Permanent Representatives.*

WFP membership approved reaching in the next biennium 30 per cent of contributions for development cooperation and transition activities provided multilaterally without restrictions preferably in cash.

United Nations organizations normally submit analytical reports on their funding situation for operational activities, including core and non-core resources, for review by their governing bodies at regular annual sessions.

Funding of country-level coordination mechanisms is not included in agency funding reports. Most agencies contribute in kind.

New formats for United Nations system country programme now include breakdown of programme resources into core and non-core.

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(b) **Funding modalities for United Nations development cooperation** Funding modalities employed by United Nations organizations	(b) To explore various funding options for increasing financing for operational activities and to examine ways to enhance the	(b) To prepare a report to the General Assembly through the Economic and Social Council at its substantive session in 2005 on this issue (para. 24) **[B.a.1]**	(b) • Sixtieth session of General Assembly and July 2005 session of Economic and Social Council take up	(b) • General Assembly and Economic and Social Council • United Nations Secretariat (Department of Economic and Social

to finance their operational activities for development may affect predictability, long-term stability, reliability and adequacy of country-level development cooperation activities of the United Nations system (paras. 21 and 24)	predictability, long-term stability, reliability and adequacy of funding for the operational activities for development of the United Nations system, including through the identification of possible new funding sources, while preserving the advantages of the current funding modalities (paras. 21 and 24)	To undertake reflection within each agency on this issue (para. 21)	• 2005 report of the Secretary-General on this topic **[B.a.1]** • Reflection on possible funding options and modalities at agency and inter-agency levels and consultation with relevant Member States (paras. 21 and 24)	Affairs) in consultation with United Nations system and relevant Member States • Individual United Nations organizations and their governing bodies

[B.b.1] *Secretary-General's report on "Funding options and modalities for financing operational activities for development of the United Nations system" (A/60/83-E/2005/72) submitted to Economic and Social Council in 2005 and 2006*

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(c) **Improvement of statistical information on United Nations development cooperation** • Provide adequate statistical data on operational activities by adding multi-year dimension and allow comparisons with other forms of development cooperation to analyse trends and perspectives of United Nations development cooperation and development cooperation as a whole (paras. 22 and 23)	(c) • To improve the annual statistical data that the Secretary-General provides Economic and Social Council and General Assembly, on an annual basis, on operational activities by adding a multi-year perspective (para. 22) • To improve the statistical basis for reporting on trends and perspectives of funding for development cooperation at the operational activities segment of Economic and Social Council starting from 2006 (para. 23)	(c) • Both requests entail action by the United Nations Secretariat, which undertakes statistical and reporting work • A revised format of the statistical report should be prepared in 2005 and further revised in 2006 **[B.c.1]** • Inter-agency collaboration to ensure system-wide provision of quantitative information and its standardization is required in order to improve coverage and quality of data	(c) • Inclusion of multi-year dimension in 2005 report • Proposal for new statistical information (progressive improvement) for 2006 issue, including additional elements for comparative analysis of funding for all forms of development cooperation **[B.c.1]**	(c) • Department of Economic and Social Affairs focal point • United Nations agencies will provide basic data • UNDP databank is key provider • HLCP/CEB and its inter-agency network on statistics consulted to improve statistical coverage (see CEB retreat on system-wide information-sharing) • UNDG to be involved as it relates to Millennium

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		• Consultation with technical services of Bretton Woods institutions and OECD/DAC also required		Development Goals monitoring, and country-level tracking of development aid • Collaboration with Bretton Woods institutions and OECD/DAC technical services

[B.c.1] *Secretary-General's report on "Comprehensive statistical data on operational activities for development for 2003" (A/60/74-E/2005/57) reflects multi-year trends covering 1993-2003. Data and format further refined in statistical report for 2006 session of Economic and Social Council, harmonized with DAC conventions and including broadened coverage on humanitarian assistance, including UNHCR.*

C. Capacity-building

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) Capacity development and ownership of national development strategies are essential for the achievement of the Millennium Development Goals (eleventh preambular para. and para. 26)	(a.1) To establish and/or maintain effective national institutions and to support the implementation, and devising of national strategies for capacity-building (para. 26)	(a.1) • Further support to the efforts of developing countries in the area of capacity-building (para. 26) with a view to enhancing national ownership of development operations **[C.a.1.1]** • Adopt measures to ensure sustainability in capacity-building and widest use of national execution and national expertise and technologies as the norm in the implementation of operational activities (para. 31) **[C.a.1.2]**	(a.1) Appropriate initiatives will be specified **[C.a.1.1]** Benchmarks should be the identification of sustainability measures and impact of national execution, national expertise and technologies in implementing modalities, to be included in the annual reports to governing bodies **[C.a.1.2]**	(a.1) All United Nations organizations All United Nations organizations

[C.a.1.1] *See A.a.3/A.b.1 above for 2005 letter from UNDG Chair to RCs on strengthening national capacities and ownership.*

The UNDG Working Group on Capacity Development was established in July 2005. Consultations were undertaken to identify tools used by UNCTs and needs for support in capacity assessment and development. The Working Group will produce operational guidance to UNCTs on increasing effectiveness in that respect. A UNDG draft framework for United Nations role in national capacity development presented to Joint Meeting of Boards, January 2006.

[C.a.1.2] *No specific system-wide operational policy presented to the Joint Executive Boards of UNDP/UNICEF/UNFPA and WFP in January 2006. UNFPA designated capacity development as one of the four cross-cutting strategies of the Multi-year Funding Framework. No measures are addressing sustainability in capacity development, use of national execution, national expertise and technologies in implementing modalities not specifically reported on regular basis.*

FAO converted international Professional posts to national category and used IT to increase national expertise use in developing FAO centres of excellence and knowledge.

UNEP's Governing Council adopted in February 2005 the Bali Strategic Plan for Technology Support and Capacity Development.

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
	(a.2) **To enhance the effectiveness of United Nations system's initiatives in promoting the development of national capacities**	(a.2) **• To intensify inter-agency information sharing on good practices and experiences gained, results achieved, benchmarks and indicators, monitoring and evaluation criteria concerning their capacity-building activities (para. 27) [C.a.2.1]** **• CEB will analyse the capacity development efforts of the United Nations development system and recommend measures to enhance their effectiveness and improve results assessment and measurement (para. 29) [C.a.2.2]** **• Action establishing effective modalities for increased and expanded system-wide networking for information sharing [C.a.2.4]**	(a.2) **Identified best practices/lessons learned to improve effectiveness of United Nations programmes (2005-2007) [C.a.2.1]** **Develop harmonized policy strategies for capacity development (and South-South cooperation) and integrate them into programming guidelines (December 2005) by UNDG (to discuss within CEB) [C.a.2.3]** **HLCP/CEB will specify actions in its work programme (July 2005), in collaboration with UNDG and United Nations Evaluation Group** **Knowledge management tools (assets/networks) on critical programming issues enhanced**	(a.2) United Nations organizations, HLCP/CEB and UNDG structures (in particular UNDG Programme Group and UNDG Country Programming Support Group) as appropriate; United Nations Secretariat as a facilitator HLCP/CEB with appropriate initiatives, United Nations Secretariat reporting to the General Assembly at 2007 triennial comprehensive policy review All United Nations organizations UNDG and CEB structures as appropriate All United Nations organizations

Issue	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		• To report on capacity-building activities in annual reports of the United Nations system organizations to their respective governing bodies (para. 28) **[C.a.2.6]**	Exchanges on policy implications and country-level feedback on policy guidance (2005-2007) **[C.a.2.4]** Virtual advisory network established and fully functioning to provide substantive policy and operational advice to United Nations country teams (July 2005) **[C.a.2.5]** Annual reporting by United Nations development system organizations to their governing bodies on capacity-building activities **[C.a.2.6]**	

[C.a.2.1] *United Nations country teams best practices to prepare CCAs and UNDAFs are circulated.*

[C.a.2.2] *Later in 2006, United Nations capacity development efforts analysed under CEB initiative, including ways of improving assessment and measurement of effectiveness. UNDG Working Group on capacity development works on measuring United Nations system effectiveness in capacity development. Coordination between CEB initiative and UNDG worked out.*

[C.a.2.3] *Policy strategy for capacity development developed by the UNDG Working Group on Capacity Development to be reflected in common country programming guidelines; progress needed on South-South cooperation system-wide strategy for capacity development.*

[C.a.2.4] *RRC-net, the UNDG Coordination Practice Network and Millennium Development Goal-net serve as vehicles for exchange of experiences and views on country reform and Millennium Development Goal strategies. Thematic groups facilitated by the United Nations, electronically, enable exchanges which are integrated into national plans. Examples: FAO-UNESCO partnership network for capacity-building on e-learning; WFP thematic learning network on PRS. Harmonization of ICT platform is required to maximize sharing (see D.a.1.2 below).*

[C.a.2.5] *See A.a.2 above, UNDG inter-agency Policy Network.*

[C.a.2.6] *Practically all agencies report on capacity development; see also C.b below, and C.a.1.1 above, for the UNDG draft framework.*

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
	(a.3) Further strengthen the capacity of developing countries to utilize various aid modalities, including sector-wide approaches and budget support (para. 30)	(a.3) Include assessment and improvement of management and utilization of aid, including through system-wide approaches and budget support, in national capacity-building activities Formulation of policy and guidance note on United Nations development system role in sector/budget support **[C.a.3.1]**	(a.3) First quarter and third quarter 2005 UNDG Policy and Guidance Note on sector/budget support developed and approved by December 2005 **[C.a.3.1]**	(a.3) United Nations organizations, UNDG and CEB as appropriate

[C.a.3.1] *UNDG 2005 position paper on UNCT role in sector support and sector programmes identifies key action points necessary to support that role and main challenges. UNDGO is currently undertaking a survey to monitor UNDG commitments on sector support entailed in the paper, including agencies' commitment to amend their regulations to contribute resources to pooled sector funding arrangements, including budget and basket support.*

UNDG Working Group on OECD/DAC Harmonization and Alignment will submit by June 2006 operational guidelines on sector support to the UNDG Programme Group for approval, based on early country experiences, and a guidance note on budget support by September 2006.

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
	(a.4) To expand national capacities of countries with economies in transition to address challenges of achieving internationally agreed development goals (para. 33)	(a.4) To support national development strategies and plans of countries with economies in transition, including those coming out of relief to development, which face serious and continuing difficulties in achieving the Millennium Development Goals (para. 33) **[C.a.4.1]**	(a.4) Appropriate initiatives to be identified	(a.4) All United Nations development system organizations

[C.a.4.1] *UNCTs engage in private sector partnerships in transitional economies; joint UNDP/UNCDF as well as IFAD programmes strengthen decentralization and local development. ECE supports national capacity-building within its Sustainable Energy Programme for countries in transition; its in-house expertise and network of economic research institutes are accessible to contribute to CCA and UNDAF in Central Asia. ECE new subprogramme on economic cooperation and integration promotes economic growth, innovative development and higher competitiveness in economies in transition. UNIDO supports major regional programmes for countries with emerging economies and newly industrialized States.*

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(b) Developing countries should have access to new and emerging technologies in order to meet the internationally agreed development goals, including those contained in the Millennium Declaration (para. 32)	(b) To ensure the promotion and transfer of new and emerging technologies to developing countries, including by building and nurturing scientific and technological capacity to participate in the development and adaptation of these technologies to local conditions (para. 32) **[C.b.1]**	(b) • To include transfer of new and emerging technologies into agencies strategies or modalities to promote capacity-building **[C.b.1]** • Highlight in annual reports on capacity-building submitted to the governing bodies of the United Nations organizations initiatives to develop new and emerging technologies	(b) • Continuous activity **[C.b.1]** • On an annual basis	(b) United Nations development system organizations

[C.b.1] *A system-wide approach is needed for access to technology and technology transfer, aside from South-South cooperation. HLCP/CEB initiated discussions in 2006 on science and technology and inter-agency collaboration for capacity-building.*

The Special Unit for South-South Cooperation provides Internet-based knowledge resources; UNDP has included South-South cooperation as one of the six "drivers of development effectiveness"; UNCTAD supports STDev, an online electronic gateway to information on science and technology for development; UNIDO develops global networks, subcontracting partnership exchanges which facilitate South-South and East-South technology transfer, including triangular cooperation.

In follow-up to the World Summit on the Information Society, the United Nations, ITU, UNDP and UNESCO prepared a framework addressing coordination at the country level with the RC system, the CCAs and UNDAFs and thematic groups. The United Nations ICT Task Force promotes the use of ICT for human resource development and capacity-building, and supports application of ICT under the Secretary-General's initiative to combat HIV/AIDS and other infectious and communicable diseases, working with WHO, UNAIDS and UNDP, maintaining collaborative Internet-based links to official and private initiatives/organizations.

The UNCTAD global partnership on capacity-building on free and open-source software (FOSS) provides training to enable developing countries to achieve wider and more efficient ICT use, particularly in commercial and government activities. UNIDO utilizes ICT to enable information to foster international cooperation and ICT solutions for partnership development at all levels, public and private. UNIDO also provides support to technology transfer and national capacity development in the context of multilateral environmental agreements.

D. Transaction costs and efficiency

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) The preparation and implementation of United Nations system's operational activities for development still generate administrative and procedural burden on United Nations organizations and their national partners (paras. 34, 35 and 56)	(a) To ensure maximum efficiency and feasibility through enhanced sustainability of the simplification and harmonization agenda and further steps to simplify rules and procedures (para. 36)	(a) (a.1) Continue implementing, simplifying and harmonizing agenda (para. 36) through assessments of coordination costs and evaluations (para. 56), particularly in the following areas: (i) Design and implement studies identifying cost/benefits of country-level coordination and mainstreaming monitoring systems; **[D.a.1.1]** (ii) Rationalization of country presence: **[D.a.1.2]** • Common premises Implement plan for furthering common premises • Co-location of members of United Nations country team • Joint Office Model • Other arrangements (including required by non-resident entities)	(a.1) Evaluations and assessment of coordination costs compared with the total programme expenditures for operational activities for development in order to ensure maximum efficiency and feasibility (para. 56) **[D.a.1.1]** • Identification of further steps in simplification and harmonization (i) Assessments: Studies on cost and benefits of coordination completed and system of monitoring implemented (December 2006) (ii) Country presence **[D.a.1.2]** Common premises • Existing 58 United Nations Houses consolidated and three new United Nations Houses established each year (by December 2005, 2006 and 2007)	(a) (a.1) United Nations specialized, funds and programmes, UNDG, UNDG Executive Committee, HLCP and HLCM of CEB, as appropriate, and United Nations Secretariat as facilitator and for reporting UNDG in regular consultation with CEB (para. 40) United Nations funds and programmes, specialized agencies, UNDG and its structures, relevant United Nations country teams United Nations specialized funds and programmes, UNDG, relevant United Nations country teams Within the UNDG structure, in particular, UNDG Executive Committee, Management Group, Common Premises and Services working group and Joint Office working group

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		(iii) Establish common shared support services: (security, ITC, travel services, banking, procurement, administrative and financial services and procedures), assuring provision of advisory services from headquarters to UNCT as required;	Co-location • UNDG agreement to co-locate establishing new locations and sub-offices (by December 2005) • Study on best practices on co-location (2006) • Plan for gradual co-location of sub-offices and new locations (by December 2006)	HLCM/CEB Finance and Budget Network and UNDG Management Group UNDG structures and regional directors of members of the UNDG Executive Committee, and respectively, individual specialized agencies, funds and programmes, and other agencies
		(iv) Information and communication technologies Expand use of ICTs and harmonize IT platforms (para. 57)	Joint Offices • At least 20 countries with UNDG Executive Committee Joint Representation, using variations of joint office model, implemented by end of 2007 • Two Joint Office pilots established (January 2006) • Process of identifying new joint offices agreed to and roll out countries for 2006 and 2007 identified by end-2005	(a.2) Executive Board and Governing Bodies of the United Nations funds, programmes and specialized agencies UNDG
		(v) Cost recovery Harmonization of the principles of cost recovery policies and full cost recovery	Hosting agreements Agreement on hosting options developed by December 2006	
		(vi) Regional structures Alignment of the regional technical support structures and regional bureaux at headquarters level, including their regional coverage		
		(a.2) Regularly assess progress in simplification and harmonization by		

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		governing bodies of United Nations funds, programmes and specialized agencies (para. 39) Evaluate coordination activities and their costs to ensure efficiency (para. 56)	(iii) Common services • Development of the Common Shared Support Services Results Tracking System (by December 2005) • 80% coverage of Common Shared Support Services country interventions by the regional teams (by end of 2005) • 3 new Common Shared Support Services per country (10% administrative savings per agency/country in 2 years) (iv) ICT • Develop common standards for hardware (desktop, servers, laptops, printers, etc.) and "packaged" software across agencies in field offices by September 2005 • Harmonized ICT support and maintenance required for field offices (maintenance contracts, staffing required) by September 2005	

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
			(v) Cost recovery • Interim guidelines for UNDG agencies on cost recovery for multi-donor trust funds and joint programmes (by December 2005) (vi) Regional structures • Proposals for country clustering by region, common regional office locations and timeline for implementation (by January 2006) • Proposals for alignment of regional technical support structures, regional bureaux and their coverage, and implementation plan (by December 2007) (a.2) Periodic joint report on progress achieved in simplification and harmonization submitted to the respective agencies' governing bodies Periodic joint sessions of executive boards/governing bodies (by 2006 joint session) **[D.a.2]**	

[D.a.1.1] *Cost comparisons were made in selected countries to estimate savings on operations with common services.*

[D.a.1.2] *Recommendations on further simplification, including consolidation of programming instruments into one format presented to the joint meeting of Executive Boards in January 2006. A jointly elaborated paper on next steps prepared in advance of June 2006 Executive Boards.*

Specific measures:

Joint Office: One pilot Joint Office (Cape Verde) implemented; additional pilots under development.

Common Premises: Due to security, financial and other considerations, there were no new United Nations Houses established in 2005 (total United Nations Houses now 60). A large number of proposals are for new construction projects with longer planning horizons. Common subnational offices were established and more co-locations are planned for 2006, with cost-benefit analysis to consider for agencies hosted by line ministries.

Common Service (CS): In 2005, a web CS management system, which will allow gathering more information on improved operational efficiency, was launched for country teams; missions are organized on CS support.

The southern Africa Regional Directors Team, from UNDP, UNICEF, UNFPA and WFP, with the participation of OCHA, UNAIDS and FAO, was established to support southern African countries regarding the "Triple Threat" of HIV/AIDS, food insecurity, and weak governance. A UNDG CS Adviser assisted with establishing the first inter-agency Regional Operations Management Team for collaborative and consistent support for common services and premises. A regional Programme Support Group chaired by UNICEF, was established in August 2005 to advise the Regional Directors Team on programming support to UNCTs.

Common ICT platform. The UNDG ICT Working Group accomplished the following ICT services and harmonization of ICT platform:

1. Finalized a report on the harmonization of ICT standards, hardware and packaged software in field offices across agencies, to be shared with agencies for implementation.

2. Established a unified domain name to be implemented in support of Joint Offices and agreed on hardware and software standards for the Joint Offices.

Alignment of regional structures. Discussions ongoing on this issue.

Cost recovery. Cost-recovery rates and policies reviewed by the HLCM; cost-recovery definitions and principles harmonized among Executive Committee agencies; work in UNDG towards a common cost-recovery rate or scale is ongoing; in 2005, the UNDG Working Group on Financial Policies reviewed Executive Committee agencies' flexibility in adopting cost-recovery rate/scale for multi-donor trust funds and Joint Programmes; UNDP, UNFPA and UNICEF will address these issues with their Boards in 2006.

[D.a.2] *Joint reporting. UNDG Executive Committee agencies discussed further proposals for simplification and harmonization at Joint Executive Boards meeting (January 2006).*

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(b) Further reforms in the simplification and harmonization area	(b) Expand reforms to all United Nations system	(b) Formulation of programme of work on simplification and harmonization (para. 38)	UNDG programme of work on simplification and harmonization for July 2005 session of Economic and Social Council to be implemented by end-2007 **[D.b.1]**	United Nations Secretariat, UNDG Executive Committee in consultation with entire UNDG and consultation with CEB

[D.b.1] *UNDG programme of work for implementing resolution 59/250 (E/2005/CRP.1) submitted to the Economic and Social Council in 2005 updated for 2006 priorities.*

E. Coherence, effectiveness and relevance of operational activities for development

1. Common country assessment/United Nations Development Assistance Framework

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) National ownership of CCA and UNDAF. Full participation of national authorities in their preparation and development is key aim of national development strategies (paras. 41 and 49)	(a) To ensure full governmental ownership, participation, and leadership at all stages of the CCA and UNDAF processes (para. 41)	(a) • To associate government authorities in leading and active position in all stages of the CCA and UNDAF processes (para. 41) **[E.1a.1]** • To conduct the CCA and UNDAF processes as efforts to improve support for national development priorities and policies (para. 42), ensuring their complementarity to other processes (para. 48), and frameworks (poverty reduction strategy papers/poverty reduction strategies (PRSPs/PRS and Integrated Framework) **[E.1a.1]**	(a) National and full governmental ownership, participation and leadership at all stages of the CCA and UNDAF processes will be reflected in the United Nations Common Programming Manual and its implementation, which is expected to be approved and distributed by March 2006 **[E.1a.1]**	(a) United Nations system, resident coordinator system, United Nations country team, UNDG and its structures (in particular its Programme Group) as guiding inter-agency mechanism

[E.1a.1] *See section A.b above on national ownership (2005 letter of the UNDG Chair to Resident Coordinators).*

The quality of engagement of national authorities in CCA/UNDAF development processes will be further reviewed by UNDG/Quality, Support, Assurance.

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(b) Despite efforts for greater country-level programmatic coherence, system-wide participation of relevant United Nations organizations in country-level development activities and coordination mechanisms still differs in level, quality and intensity, and is inadequate in some organizations (paras. 42 and 43) **[E.1b]**	(b) • Foster inter-agency collaboration (country and headquarters levels) and secure participatory involvement in country-level operations and coordination mechanisms (para. 45) • Draw from system's experience in pertinent economic, social, other domains (para. 44) • Enhance countries' access to system's services and capacities as needed according to comparative advantage and expertise (paras. 44/46)	(b) • Actions to enable specialized agencies/ regional commissions/other United Nations entities with no or limited country presence to contribute analytical and normative inputs to CCA (para. 46) **[E.1b.1]** • Promote use of CCA as common analytical tool of the entire United Nations system (para. 46) **[E.1b.2]** • Develop UNDAF and results matrix, where applicable, as common programming tool for contributions of funds and programmes towards achieving the Millennium Development Goals. UNDAF to be endorsed and countersigned by national authorities (para. 49) **[E.1b.3]** • Support/monitor progress in new generation of country programming tools, including streamlined CCAs and UNDAFs, country programme action plans, annual work plans and reviews and evaluations of UNDAFs **[E.1b.4]**	(b) Country-level collaboration with specialized agencies and other United Nations entities with no or limited country presence enhanced, including on issues relating to multi-year programmes and resource allocations linked to national priorities **[E.1b.1]** Review of UNDAFs and the use of new country programming tools; conclusions from evaluations submitted to agencies' respective boards/governing bodies and their joint annual sessions **[E.1b.4]** Time frame for new UNDAFs is scheduled in accordance with the harmonized programme cycles as listed in the United Nations country team database as indicated in UNDG website	(b) United Nations system, resident coordinator system, United Nations country team, UNDG and its structures (in particular UNDG Programme Group) as guiding inter-agency mechanism Interaction with CEB mechanisms (see CEB retreat conclusions) Secretary-General, UNDG, UNDG Executive Committee and United Nations entities that carry out operational activities in pursuit of Millennium Development Goals UNDG Country Programme Support Group

[E.1b] *In accordance with the 2005 World Summit Outcome, a high-level panel to study United Nations system coherence was constituted.*

[E.1b.1] *See section A.a above. UNIDO and UN-Habitat agreed with UNDP on hosting arrangements in pilot countries for national focal point. UN-Habitat with its Governing Council support recruited 35 national officers, placed under the Resident Coordinator and UN-Habitat Regional Offices guidance. UNIDO-UNDP Cooperation Agreement established UNIDO desks within the premises of UNDP (13 country desks in 2005, more are planned).*

Project staff of NRAs represent their agencies and participate in UNCT meetings. In certain cases, office space in the Resident Coordinator office or UNDP was provided to them to increase the involvement of Non-Resident Agencies in United Nations country team activities. Their regional representatives have participated in key United Nations country team processes. Not all opportunities led to Non-Resident Agencies involvement owing to such factors as lack of institutionalized communications or of capacity in some of Non-Resident Agencies to respond to multiple requests (see also section F below).

[E.1b.2] *CCA is an important instrument but some United Nations country teams exercise flexibility by using other analytical instruments (PRS, national and sectoral development analyses) which provide high-quality situational analyses.*

[E.1b.3] *Different programming instruments are being consolidated into one document, encouraging inter-agency joint programming.*

[E.1b.4] *Reviews of UNDAFs by UNCTs will start in 2006 (using UNDG guidelines for annual review of UNDAFs and evaluation).*

UNEG is launching independent evaluations of UN system contributions to development at country-level (UNDAF being a component).

As of end of 2005, 53 countries were using harmonized programming tools. At the end of 2006, it is expected that 93 countries will be using the harmonized tools, and 111 countries by 2008.

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(c) Coherence and coordination of United Nations development cooperation activities are keys to effectiveness and relevance of United Nations system's role in development	(c) • Improve country-level coordination to optimize support to national development efforts (para. 43)	(c) • Promote measures to intensify decentralization, delegation of authority and multi-year programming among all United Nations development organizations in order to facilitate their participation in country-level coordination mechanisms (para. 45) **[E.1c.1]**	(c) Collaboration with specialized agencies at country level enhanced, including on issues relating to multi-year programmes and resources allocations linked to national priorities	(c) UNDG and CEB as guiding inter-agency mechanisms as appropriate United Nations organizations and their governing bodies Resident coordinator system, United Nations country team

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		• Align agency programming and monitoring with the UNDAF and harmonize/ synchronize programming cycles with national programming instruments, in particular the national poverty reduction strategies, including PRSPs (para. 51) **[E.1c.2]** • Fully utilize the opportunities for joint initiatives, including joint programming, through the UNDAF and its results matrix, in the interest of enhancing aid efficiency and aid effectiveness (para. 50) **[E.1c.3]**		Secretariat as facilitator and for reporting role

[E.1c.1] *See also section F. Example of agency measures: FAO is funding participation in CCA/UNDAF and delegated new project approval authority to representatives; other measures under consideration.*

[E.1c.2] *Alignment of CCA and UNDAF with national development strategies and PRS increased (see A.b.1/A.b.2 above). Examples of agency alignment: introduction by FAO of national medium-term priority frameworks; WFP country programmes approved in 2004-2005 aligned with national priorities*

To better respond to national priorities and planning cycles, 7 UNCTs in Latin America postponed elaboration of CCA and UNDAF in 2005 to 2006.

[E.1c.3] *UNDG 2004 Revised Guidance Note on joint programming addressed administrative and procedural barriers.*

Modalities for Multi-donor Trust Fund, especially for countries in transition, are refined to facilitate joint programming.

UNDG Framework and Guide to Cash Transfer Mechanisms were issued in April and September 2005, respectively.

Report on joint programming and joint programmes experiences (by UNDP, UNFPA and UNICEF since 2004) presented to Executive Boards in March 2006. As of February 2006 more than 160 joint programmes reported to UNDG; of those, more than 73 joint programmes were developed in 2004 and more than 116 were developed in 2005; parallel funding, followed by pooled funding, are the most common funding modalities used in joint programmes.

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(d) Enhancing cooperation, collaboration, and coordination with the Bretton Woods institutions	(d) Greater harmonization and consistency between strategic frameworks developed by the United Nations funds, programmes and agencies, and those developed by Bretton Woods institutions, ensuring greater harmonization of instruments, modalities and partnership arrangements, in full accordance with priorities of recipient Governments (para. 52)	(d) Appropriate initiatives, including greater dialogue and harmonization of strategic frameworks, instruments, modalities and partnership arrangement between United Nations system and Bretton Woods institutions, in consultation with national authorities **[E.1d.1]**	(d) Partnership arrangements between United Nations system and Bretton Woods institutions leading to harmonization of strategic frameworks, instruments, and modalities discussed, elaborated and/or implemented from case to case (starting from April 2005 onwards) **[E.1d.1]**	(d) United Nations system, Bretton Woods institutions, United Nations country teams UNDG and CEB as guiding inter-agency mechanisms, as appropriate

[E.1d.1] *In close cooperation with the World Bank and the Millennium Project, UNDG finalized in 2004 a web-based Training Toolkit for MDGs, piloted in five countries, to support national capacities to achieve MDGs.*

Following the joint World Bank/UNDG memo on MDGs and PRSPs (May 2003), which clarifies links between the MDGs and PRSPs and the role of UNCTs in PRSP, an increasing number of UNCTs are helping national partners to link MDGs, PRSPs, CCAs and UNDAFs (see A.c.2 above).

2. Resident coordinator system

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) The resident coordinator system has a key role to play in the effective and efficient functioning of the United Nations system at the country level, including in the formulation of the CCA and UNDAF, and for the efficient and effective coordination of the operational activities for development of the United Nations system (para. 53)	(a) To enhance support to the resident coordinator system from the United Nations system, including from the funds and programmes, specialized agencies and the Secretariat (para. 53), ensuring that resident coordinators have the necessary resources to fulfil their role effectively (para. 54)	(a) • Urge the United Nations system to provide further financial, technical and organizational support for the resident coordinator system (para. 54) **[E.2a.1]** • Develop indicators and targets on the provision of support to the resident coordinator system by each agency	(a) Continuous support Indicators and targets on the provision of support to the resident coordinator system by each agency identified for monitoring purposes **[E.2a.2]**	(a) United Nations organizations, UNDG and its relevant structures as relevant inter-agency mechanism, in particular the UNDG Resident Coordinator Issues Group

[E.2a.1] *Report on RC/HC assessment, selection, support and training recommended improved profile of RC candidates, with budgetary implications, to be submitted to the UNDG Executive Committee, second quarter 2006. Already, UNFPA has incorporated a module on the RC system in its training for UNFPA representatives to increase number of RC candidates.*

Joint training in the mandates and capacities of United Nations entities is piloted in 2006, supplementing the induction programme of first-time RCs. Proposals for enhanced funding support to the RC system, through cost-sharing and trust fund modalities are under consideration for decision by mid-2006. FAO instructed its representatives to provide full support to the RC system.

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(b) The resident coordinator system is owned by the United Nations development system as a whole (para. 59)	(b) To promote a participatory, collegial and accountable functioning of the resident coordinator system (para. 59)	(b) • To develop a comprehensive accountability framework for resident coordinators to exercise oversight of design and implementation of UNDAF, in a fully participatory manner,	(b) Resident coordinator accountability framework finalized by the end of 2005 **[E.2b.1]**	(b) Secretary-General in consultation with UNDG (UNDG Executive Committee in consultation with UNDG members) and CEB

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		under the leadership of national Governments (para. 58) **[E.2b.1]** • Develop procedure for common assessment of the performance of resident coordinators by all members of the United Nations country team (para. 55) **[E.2b.2]**	Resident coordinator appraisal tool and procedures developed (2005) **[E.2b.2]**	United Nations agencies, funds and programmes, UNDG Management Group and Resident Coordinator Issues Group

[E.2b.1] *RC accountability framework drafted by RC Issues Group to be submitted to the UNDG Executive Committee and CEB, second quarter 2006.*

[E.2b.2] *Tools and procedures for RC and United Nations country team members performance appraisal prepared by RC Issues Group for UNDG approval, with training for oversight focal points held for two regions of the funds and programmes. New performance review system for RCs to be introduced second quarter 2006.*

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(c) The management of the resident coordinator system continues to be firmly anchored in UNDP (para. 60)	(c) To ensure, especially in countries with large country teams, complex coordination situations or in situations of complex emergencies, that the resident coordinators do not lack the capacity to address all tasks inherent to their functions (para. 60)	(c) • UNDP may appoint, within the existing programming arrangement, a country director to run its core activities, including fund-raising, so as to assure that resident coordinators are fully available for their tasks (para. 60) **[E.2c.1]** • Resident coordinators should concentrate on raising funds for the	(c) UNDP Country Directors appointed in selected countries as appropriate **[E.2c.1]** Continuous activity **[E.2c.2]**	(c) UNDP Resident coordinators

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		whole of the United Nations at the country level (para. 61)		UNDG and CEB as guiding inter-agency mechanisms, as appropriate

[E.2c.1] *By October 2005, UNDP Country Director posts created in 15 countries out of 37 countries where the RC is also HC or Deputy Representative of the Secretary-General/Humanitarian Coordinator. UNDP proposed to its Executive Board creation of 40 United Nations Country Director posts.*

[E.2c.2] *Resource mobilization for United Nations system is now part of the RC appraisal system (piloted in 2006).*

F. Country-level capacity of United Nations system

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
• Country-level presence of the United Nations system should be tailored to meet the specific development needs of recipient countries (para. 62), reiterating a principle contained in General Assembly resolutions 44/211 and 47/199	• To ensure that the range and level of skills and expertise assembled at the country level are commensurate with that needed to deliver on the priorities specified in each country's UNDAF and are in line with national development strategies and plans, including PRSPs, where they exist, and correspond to the technical backstopping and capacity-building needs and requirements of the developing countries (para. 63)	• The governing bodies of United Nations system organizations should consider means to strengthen country-level capacities of the United Nations system, including through complementary measures at their headquarters (para. 65) **[F.1]**	Policies and specific measures to strengthen country-level capacities of United Nations system organizations responsive to national development priorities identified and/or implemented **[F.1]**	Governing bodies of United Nations organizations United Nations organizations UNDG and CEB and their respective structures as guiding inter-agency mechanisms, as appropriate (see also CEB retreat conclusions)

[F.1] *See A.a.2 above. UNDG inter-agency Policy Network to support United Nations country teams. UNDG QSA Group, including Regional Support Teams, supports United Nations CTs for quality CCAs and UNDAFs.*

UNDP increased expertise of its Regional Service Centres for more support to country offices; UNCDF posted regional staff to the Centres for proximity to least developed country clients; UNIFEM is merging its regional offices with the Centres to strengthen integrated response to countries; FAO began implementing regional/subregional decentralization and deployment of specialist teams.

IFAD, UN-Habitat, UNIDO established national officer focal points in pilot countries. UN-Habitat's 35 national officers promote the integration of sustainable urbanization in UNDAFs and PRSPs. UNEP is gradually expanding capacity in regional and country offices to participate in key programming activities, concluding a memorandum of understanding for cooperation with UNDP.

G. Evaluation of operational activities for development

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) • Importance of evaluating the effectiveness of operational activities by assessing their impact on poverty eradication, economic growth and sustainable development of recipient countries (paras. 7 and 67) • Continuation of assessments of the overall effectiveness of the United Nations system (see para. 53 of resolution 56/201), undertaken by the Secretariat for the Triennial Comprehensive Policy Review (para. 66) • Importance of system-wide monitoring and evaluation activities (para. 69)	(a) • To support further development of evaluation function of United Nations development system • To continue assessing the effectiveness of operational activities for development of the United Nations system in the Triennial Comprehensive Policy Review context • To include, in this assessment, evaluation of effective use of all capacities available within the system to provide comprehensive and flexible response to the demands of developing countries (para. 66)	(a) • United Nations organizations should further develop evaluation function and review lessons and conclusions of evaluations, incorporating them into operational activities **[G.a.1]** • Secretariat's assessment of overall effectiveness of United Nations system's development cooperation will continue in collaboration with the system and recipient countries (paras. 66-68) **[G.a.2]** • United Nations system will make system-wide use of monitoring and evaluation approaches, also within UNDAF (para. 69) **[G.a.3]** • UNEG called to further develop system-wide collaboration on evaluation (para. 69) **[G.a.3]**	(a) • Continuous effort **[G.a.1]** • To report on the results of this assessment at the next Triennial Comprehensive Policy Review (sixty-second session of GA) **[G.a.2]** • Other Secretary-General reports in the period 2005-2007 will contain relevant outcomes of evaluation work • System-wide use of collaborative approach in evaluation efforts, also within UNDAF **[G.a.3]**	(a) All United Nations organizations Department of Economic and Social Affairs of the Secretariat, in collaboration with the United Nations system, individual United Nations agencies, funds and programmes and other United Nations entities, and inter-agency mechanisms (UNDG, CEB and UNEG) UNEG Collaboration with UNDG, CEB and its HLCP, and United Nations country teams

[G.a.1] *Review of evaluation capacity within the United Nations system is coordinated by UNEG task forces, to further develop the evaluation function.*

[G.a.2] *Assessment of United Nations system development cooperation will also draw from CEB analysis of United Nations capacity development efforts (see section C (a.2)).*

[G.a.3] *Review of major United Nations country evaluations coordinated in 2006 by UNEG and United Nations system joint evaluations initiated in 2006, to assess development results of United Nations activities. CEB will adopt in 2006 a policy statement to support system-wide collaboration in evaluation of operational activities for development. Evaluations by UNCTs with partners are undertaken in 2006 in context of UNDAF in accordance with UNDG guidelines.*

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(b) Evaluation activities on operational activities for development and development results (para. 69)	(b) To encourage United Nations system to strengthen its evaluation activities and focus on development results (para. 69) **[G.b.2]**	(b) United Nations organizations should focus on development results in their evaluation work, including through the effective use of the UNDAF results matrix **[G.b.1]**	(b) Continuous effort **[G.b.1]**	(b) All United Nations organizations with operational activities, and inter-agency mechanisms (UNDG, CEB and UNEG); United Nations country teams

[G.b.1] *Joint evaluations promoted by UNEG will focus on development results. UNDAF evaluations by UNCTs will use the UNDAF results matrix.*

[G.b.2] *The UNFPA country offices organize results-based monitoring workshops and national evaluation capacity-building activities. The ECE Technical Cooperation Strategy includes measures to improve evaluation of technical cooperation activities.*

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(c) Need for a collaborative approach in system-wide evaluation of operational activities for development (paras. 68 and 69)	(c) • To undertake system-wide evaluation of United Nations development cooperation collaborating with recipient countries • System-wide evaluations should use data and expertise from the system and national authorities (para. 68)	(c) Initiatives (para. 69) to: • Intensify inter-agency collaboration • Promote simplification and harmonization of norms, standards, methodologies, and evaluation cycles • Undertake/promote joint evaluations **[G.c.1]**	(c) UNEG to define concrete forms of collaboration, initiatives and schedules **[G.c.1]** Collaboration among specific United Nations agencies to be promoted as appropriate **[G.c.1]**	(c) United Nations organizations as appropriate UNEG as key inter-agency mechanism Collaboration with HLCP/CEB and UNDG

[G.c.1] *Work of UNEG tasks forces (see G.a.1 above), in 2005, UNEG members adopted agreed norms and standards to strengthen professional evaluation practices within the United Nations system.*

Example of joint effort: 2006 evaluation of the Joint Integrated Technical Assistance Programme to Selected Least Developed and Other African Countries by UNCTAD, WTO and ITC, based on 16 national evaluations to be conducted by national evaluators.

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(d) Importance of country-level evaluations	(d) To promote country-level evaluations of the UNDAF at the end of the programming cycle, based on the UNDAF results matrix, with full participation and leadership of the recipient Government (para. 70)	(d) • Collaborative approach of United Nations country teams in support of national authorities (para. 72) • Better use of lessons learned from past activities at the country level (para. 73) **[G.d.1]**	(d) Guidelines for annual review of UNDAFs, and evaluation of UNDAFs issued (2005) **[G.d.1]** Annual reviews of UNDAFs conducted UNDAF end-term evaluations conducted and results assessed with focus on capacity development and results towards poverty eradication, sustained growth, and sustainable development (from 2005 onward, on an annual basis) **[G.d.1]**	(d) United Nations organizations, United Nations country teams, national Governments UNDG as relevant guiding inter-agency mechanism

[Gd.1] *UNDG issued Guidelines for annual review of UNDAF (September 2004) and evaluation of UNDAFs (July 2005). The 2005 resident coordinator annual report includes progress towards UNDAF outcomes based on annual reviews (in 2005, 29 UNDAF reviews undertaken; in 2006, 19 reviews planned).*

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(e) Role of national Governments in evaluation activities (para. 71)	(e) To recognize primary responsibility of national Governments in coordinating external assistance, including that from the United Nations system, and evaluating its impact in contributing to national priorities (para. 71) **[Ge.1]**	(e) • Intensifying United Nations system's country-level evaluations with national Governments (paras. 70-72) • Assistance to Governments in developing national evaluation capacities (para. 72) • Close coordination of United Nations country teams with national authorities in evaluation activities	(e) Continuous effort **[Ge.2]**	(e) United Nations agencies, funds and programmes, with national Governments, United Nations country teams

[Ge.1] *The Guidelines for UNDAF Evaluations provide for national ownership and leadership; however, national primacy is not sufficiently elaborated.*

[Ge.2] *UNEG standards for evaluation promote involvement of national professionals in evaluation, supporting evaluation capacity-building; the Joint Integrated Technical Assistance Programme to Selected Least Developed and Other African Countries evaluation is carried out with national evaluators (see Ge.1).*

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(f) Consistency between activities, responsibilities and operational strategies of all United Nations organizations and their mandates with overall policy guidance from General Assembly and Economic and Social Council (para. 74)	(f) All United Nations organizations should implement global, regional and country-level activities in accordance with their mandates and priorities of the recipient countries and the overall policy guidance set forth by the General Assembly and the Economic and Social Council	(f) • Governing bodies of the United Nations funds and programmes should report on these issues in their annual reports to the Economic and Social Council • The Secretary-General will include an assessment of these issues in the report on the triennial comprehensive policy review for the sixty-second session of the General Assembly	(f) Annual reports to the Economic and Social Council and Secretary-General report for 2007 Triennial Comprehensive Policy Review	(f) Department of Economic and Social Affairs of the Secretariat, in collaboration with the United Nations system, individual United Nations agencies, funds and programmes and their governing bodies
(g) Consultation on global and regional flagship reports (para. 75)	(g) UNDP should conduct full consultation with Member States prior to issuing global and regional flagship reports, in accordance with, inter alia, the principles contained in resolution 57/264	(g) Consultations with Member States on preparations for global and regional flagship reports **[G.g.1]**	(g) Consultations reported to the Economic and Social Council and the Executive Board in annual or periodic reports	(g) UNDP

[G.g.1] *Consultations were organized with Member States on preparation of the UNDP global and regional HDR report.*

H. Regional dimensions of operational activities

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) Collaboration with regional commissions and other regional or subregional entities to support country-level activities	(a) • To intensify cooperation among all organizations of the United Nations development system, its regional commissions and other regional and subregional entities (para. 76) • To improve access to the technical capacities available at the regional and subregional levels (para. 76)	(a) • Resident coordinators will engage regional commissions in CCAs, UNDAFs and PRSPs, as appropriate **[H.a.1]** • Governing bodies of United Nations organizations will promote initiatives to strengthen regional and subregional collaboration in United Nations development cooperation	(a) Achievement of effective collaboration with United Nations specialized agencies at regional level enhanced, including on issues relating to multi-year programmes and resource allocations, linked to national priorities **[H.a.1]** Roster of experts within the regional commissions and their network of national and international experts and policymakers shared with United Nations country teams **[H.a.1]** Reflection of regional dimensions within country teams in the annual reports of resident coordinators, as appropriate	(a) UNDG/Programme Group and CEB/HLCP in collaboration United Nations agencies, funds and programmes, regional commissions, resident coordinator system, inter-agency mechanisms (UNDG and CEB) as appropriate UNDG and United Nations country teams

[H.a.1] *UNCTs sought a more systematic approach to subregional and regional issues relevant to the United Nations. In Africa, NEPAD is a reference for inter-country cooperation among UNCTs and ECA. In 2004, Executive Committee agencies initiated a Regional Directors Team in South Africa (see D.a.1.2, above). ESCAP articulated links to CCA/UNDAFs for selecting areas of technical cooperation. In Latin America and the Caribbean, the UNDG Regional Directors, in September 2005, requested Resident Coordinators to involve ECLAC in preparing CCAs and UNDAFs. In Europe, ECE is actively cooperating with RCs and with the UNDP regional centre in Bratislava in capacity-building activities. See also section (b), below.*

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(b) Regional and subregional dimensions of United Nations development cooperation	(b) To give greater and more systematic consideration to the regional and subregional dimensions of development cooperation (para. 77)	(b) • Measures for more intensive inter-agency collaboration at the regional and subregional levels • Intercountry exchanges of experience • Intraregional and interregional cooperation • Intensive consultations between and among United Nations agencies, funds and programmes and regional commissions in the formulation and implementation of their regional programmes	(b) Continuous effort **[H.b.1]**	(b) Governing bodies of the United Nations organizations, agencies, funds and programmes and regional commissions Regional divisions, bureaux and other regional entities of United Nations agencies, funds and programmes Follow-up at UNDG and CEB levels

[H.b.1] *In Africa, the implementation of global programmes for least developed countries, small island developing States and South-South cooperation are led by UNDP and UNIDO; the Joint WTO-UNIDO Cotton Initiative for African Countries is supported by FAO, UNCTAD, ISO and other partners.*

ESCAP inter-agency cooperation deals with disaster response and preparedness, concerns on HIV/AIDS, environmental protection, violence against women (including human trafficking), accession to WTO and statistical upgrading for MDG reporting.

In the Gulf region, a 2004 technical cooperation round table among countries in the region and 17 United Nations agencies identified common challenges for intercountry cooperation.

In Europe, ECE Environmental Conventions capacity-building activities support intercountry exchanges as an important modality. ECE collaborates with UNDP and UNEP in the Environmental Security Initiative (see also A.c.2, above).

The Tokyo International Conference on African Development Exchange, implemented by UNDP, supports information networking between Asia and Africa with UNIDO technical support; in the Mediterranean region, the Mediterranean Exchange is supported by UNIDO.

Cooperation among United Nations organizations with the regional commissions could be enhanced by a more systematic planned approach.

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(c) Intensification of regional cooperation	(c) United Nations organizations should address development challenges on a regional or subregional basis, recognizing the important contribution of regional cooperation to development (para. 78)	(c) Involvement of the five regional commissions and other regional entities in CCA and UNDAF, as appropriate Identification of processes for collaboration at the regional level with involvement of most United Nations agencies operating in the area	(c) Continuous effort **[H.c.1]** Continuous effort **[H.c.2]**	(c) Resident coordinator system, United Nations country teams, regional commissions, other regional entities, inter-agency mechanisms, all United Nations organizations with country-level development cooperation activities, as appropriate

[H.c.1] *Regional commissions participate in various UNDG Working Groups, including in regional QSA mechanism for CCA/UNDAFs.*

[H.c.2] *Measures to enhance collaboration, including at the regional level, were identified by the UNDG Working Group on NRAs. (see A.c.5, above). FAO created subregional offices in Africa and Central Asia for technical support to FAO country representation.*

I. South-South cooperation and development of national capacities

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
• Importance of South-South cooperation and its adoption as a driver of development effectiveness within the multi-year funding framework of UNDP (para. 79)	• Organizations and bodies of the United Nations system need to integrate support to South-South cooperation and mainstream it in their country-level activities and their country offices — modalities to support South-South cooperation (para. 80) **[I.1]** • To promote the identification and dissemination of best practices of South-South cooperation (para. 80) **[I.2]** • To promote indigenous knowledge, know-how and technology in the South and facilitate networking among experts and institutions in developing countries (para. 80) • To celebrate the United Nations Day for South-South Cooperation in a benefiting and comprehensive manner every year (para. 81)	• Need to define initiatives to mobilize additional resources for enhancing South-South cooperation, including through triangular cooperation (para. 82) • Member States and organizations of the United Nations system should actively participate in the High-Level Committee on the Review of South-South Cooperation with a view to formulating and reviewing the strategies as well as sharing information and their experiences (para. 83) • Organizations of the United Nations system and South centres of excellence to contribute to the periodic updating of the Web of Information for Development electronic databank operated by the Special Unit for South-South Cooperation of UNDP in coordination with Governments, allowing for the wide diffusion of and access to the information contained therein, including experiences, best practices and potential partners in South-South cooperation (para. 84) **[I.3]**	Policy and harmonized strategies and guidelines for capacity development include South-South cooperation (by December 2005) **[I.4]**	UNDG, United Nations organizations United Nations organizations UNDP and other United Nations organizations

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		• Organizations of the United Nations system should further strengthen efforts and support for national capacity development in the context of South-South cooperation to enhance development effectiveness (para. 85) **[I.4]**		United Nations organizations

[I.1] *Most United Nations organizations have focal points to promote and support TCDC/SSC in agency programmes but uniform information is lacking for system-wide overview.*

With different focus for Africa, Asia and the Pacific and Latin America, UNDP country offices actively support SSC in HIV/AIDS, democratic governance, crisis prevention and recovery, energy and the environment.

UNFPA supports SSC mostly at subregional level for integrated reproductive health services and obstetric fistula.

In addition to the Cotton Initiative for Africa and the TICAD Exchange, UNIDO and the African Regional Centre for Technology promote South-South technology transfer. UNIDO's Cleaner Production Programme works through a network of centres covering 30 countries.

UNCTAD supports South-South economic and commercial relations, in creative industries, ICT, and tourism, among others. ITC South-South trade promotion programme brings buyers and sellers together.

Some programmes support SSC globally (FAO's Special Programme for Food Security deploying 600 SSC experts in 34 countries, WHO Disease Surveillance Networks, UNAIDS support to the International Partnership against AIDS, and most UNU activities); others support SSC regionally (ICAO and UNESCO). UNEP is strengthening its efforts to promote SSC within the framework of the Bali Strategic Plan.

[I.2] *Best practices in South-South cooperation are documented in the SU/SSC publication Sharing Innovative Experiences posted on its website.*

[I.3] *SSC activities of FAO, UNIDO, the Pan American Health Organization, and ESCAP are linked to the SU/SSC website. United Nations development agencies should establish such links systematically.*

[I.4] *SSC cooperation is one of the six "drivers of development effectiveness" in the UNDP Multi-Year Funding Framework (MYFF). However, SSC is not a focus of the UNDG work programme for capacity development.*

J. Gender

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) Governing bodies of United Nations agencies, funds and programmes to ensure that gender perspectives are integrated into all aspects of their monitoring functions in relation to policies and strategies, medium-term plans, multi-year funding frameworks and operational activities, and including those relating to the implementation of the Millennium Declaration and the outcomes of major United Nations conferences and summits in economic and social fields (fourteenth preambular paragraph)	(a) • Mainstream gender and pursue gender equality in operational activities for development in all United Nations organizations' country programmes, planning instruments and sector-wide programmes (para 86) • Articulate specific country-level goals and targets (on gender equality) in accordance with national development strategies (para 86)	(a) **[J.1]** • Resident coordinator system to provide specialists to support gender mainstreaming in country-level activities in all sectors (para. 87) • Enhance effectiveness of gender specialists, focal points and theme groups by establishing mandates and increasing support and participation of senior staff to these groups • Ensure adequate/stable resources and training/ access to information (para. 88) • United Nations development system avail itself of the technical experience of UNIFEM on gender (para. 89) • Work with relevant national counterparts to generate gender disaggregated, quantitative and qualitative information required to produce better analysis of gender-related development issues (para. 87)	(a) **[J.1]** • Create UNDG Task Force on Gender (April 2005) • Establish database and referral process for gender equality experts and institutions familiar with United Nations coordination processes (2005) • Gender concerns fully mainstreamed in United Nations programmes and projects, planning instruments and sector-wide programmes, their monitoring, through the articulation of country-specific goals and targets (January 2006) • United Nations Common Programming Manual fully incorporates gender mainstreaming (March 2006) • Annual report on resident coordinators include information on progress on implementing actions on gender	(a) Actions indicated involved several actors. This is an indicative list: • United Nations organizations and their governing bodies • UNDG • UNIFEM • Gender focal points in United Nations organizations • Other gender-related entities in the United Nations system • Resident coordinators/United Nations country teams/gender theme groups

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
		• Annual report on resident coordinators should include adequate and concise information on progress in implementing these provisions (para. 91)	• Establish quality control criteria to monitor gender equality in CCA/UNDAF (2005-2007), CCA/UNDAFs to reflect gender dimensions and women's empowerment in their analysis, outcomes, implementation and evaluation; each draft CCA and each draft UNDAF to be reviewed from gender perspectives 2005-2007 • Increase number of United Nations country teams coordinated programmes on gender equality and women's empowerment • Devise guidelines and collaborate in preparing expert database and referral system, and for reporting information on gender equality and women's empowerment activities • Common approach to building United Nations staff's and partners' capacity in supporting gender mainstreaming and women's human rights in United Nations country team:	• United Nations Statistics Division

[J.1] *Main expected results and time frames of Task Force on Gender Equality (Chair UNIFEM) are: gender strategies and accountability, harmonized performance indicators, improved tools and coordination mechanisms for gender mainstreaming in common country programming — April 2006; training modules developed on gender as part of common CCA/UNDAF training — June/July 2006; database of United Nations gender experts to support UNCTs — June 2006; recommendations for strengthening guidelines for RC annual reporting — February 2006.*

Out of 134 resident coordinators' annual reports for 2004 reviewed, in 43 instances reports highlighted substantive areas of joint initiatives on gender equality; 13 joint programmes in gender are posted in UNDGO database; a best practice note on gender mainstreaming was issued in September 2005 for UNCTs use.

The system-wide medium-term plan for the advancement of women, 2002-2005, served as a framework for actions; a 2005-2007 system-wide action plan to implement Security Council resolution 1325 (2000) on women, peace and security outlines responses of United Nations agencies under CEB coordination.

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(b) Gender balance in appointments within United Nations development system (para. 90)	(b) To achieve gender balance (at headquarters and country levels) in relevant positions such as resident coordinators, considering geographic representation (especially from South) (para. 90)	(b) To encourage and actively seek qualified women candidates for resident coordinator identification and talent development, continuing current efforts in this area **[J.2]**	(b) Annual report on resident coordinators to include report on gender balance in appointments (para. 91)	(b) United Nations organizations UNDG, resident coordinators

[J.2] *The UNDG Resident Coordinator Issues Group developed measures to increase gender balance for recruitment of RCs, but targets have not yet been met. For the period 2001-2003, about 34 per cent of RC nominees were women. In 2005, of 42 RCs appointed, 16 were women. UNCTs gender balance is not reported in RC annual reports.*

K. Transition from relief to development

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(a) Role of the United Nations development system and an effective resident coordinator/humanitarian coordinator system in situations of transition from relief to development (paras. 93 and 95)	(a) To strengthen interdepartmental and inter-agency coordination for integrated, coherent and coordinated approach at the country level taking into account complexity of challenges and country-specific character of those challenges (para. 94)	(a) • Transitional activities to be undertaken under national ownership through development of national capacities at all levels to manage the transitional process (para. 96), and to begin planning the transition to development taking measures, such as institutional and capacity-building, from the beginning of the relief phase (para. 99) **[K.a.1]** • Development of South-South cooperation modalities, including triangular cooperation, to assist in transition from relief to development through, inter alia, use of information technology and knowledge management systems, as well as exchange of expertise (para. 97) **[K.a.2]** • To pursue continuing active interdepartmental and inter-agency dialogue and collaboration • Sufficient levels of coordination support capacity to be made available to the resident coordinator system, in order to have a seamless, effective transition from humanitarian relief to development **[K.a.3]**	(a) Institutional and capacity-building strategies, including development of national capacities at all levels to manage transitional processes, are to be developed at the outset of relief operations in countries in transition **[K.a.1]**	(a) United Nations organizations United Nations organizations UNDG and the Executive Committee on Humanitarian Assistance UNDG

[K.a.1] *UNCTs in some post-conflict countries developed appeals for transition and assisted in preparing transitional plans based on nationally led needs assessment, strategically linking humanitarian and development priorities.*

UNCTs, in some countries, support government coordination with the Development Assistance Database to consolidate information for planning and tracking overall support to transition. Harmonizing data collection and information management systems during the transition is under way between OCHA, UNDG and UNICEF, linking the Humanitarian Information Centre, the Development Assistance Database and DevInfo.

To build local capacity during the relief phase, agencies (e.g., FAO, UNHCR, WHO and WFP) partner with national authorities and organizations, build vulnerable groups skills, adopt policies to systematically implement capacity-building. Significant existing and potential local capacity was often untapped during the emergencies of 2005, thus the United Nations Emergency Relief Coordinator is working with Governments and agencies to improve the situation.

[K.a.2] *In Asia-Pacific, South-South cooperation modalities supported post-tsunami humanitarian relief. UNDP developed a roster of experts for conflict prevention and recovery while UNDGO has a roster of strategic planners and coordination advisers for transition and post-conflict needs assessment. In 2005, WFP launched the Latin American and Caribbean Emergency Response Network to facilitate exchange of knowledge in the region to improve quality of emergency response.*

[K.a.3] *UNDP Country Directors were appointed in 13 countries in transition (another 11 will follow). UNDGO fielded Senior Coordination Advisers and strategic planners to enhance the capacity of RC Offices in countries in transition, resulting in the creation of a number of co-located, co-financed Coordination Units for humanitarian, transition and development coordination. A UNDG Special Task Force recommended for consideration by UNDG Executive Committee, among others, raising the profile of strategic personnel to strengthen support to UNCTs in emergency and transitional situations.*

UNDP/OCHA and UNDGO will develop a Joint Programme for Coordination in Transition providing RC/HC and UNCTs with coordination support during transition from emergency to development at the country and Headquarters levels.

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
(b) Funding for transition from relief to development	(b) Donor countries, and other countries in position to do so, should consider more coordinated and flexible approaches to funding operational activities for development in situations of transition from relief to development, making use of multiple resource	(b) The report on "funding options and modalities for financing operational activities for development of the United Nations system" (paras. 21 and 24) can look into approaches to increase and sustain funding of operational activities in situations of transition from relief to development, including more coordinated and flexible approaches	(b) Continuous effort **[K.b.1]**	(b) United Nations Secretariat in consultation and collaboration with United Nations system inter-agency mechanisms (UNDG and CEB), as appropriate

Issues	*Targets for each group of issues*	*Actions*	*Benchmarks and time frames*	*Action by*
	mobilization instruments. Contributions to humanitarian assistance should not be provided at the expense of development assistance. Sufficient resources for humanitarian assistance should be made available (para. 98)	To advocate with donors to be prepared to engage earlier in the transition phase with funding for recovery and development programming **[K.b.1]**	Continuous effort	UNDG

[K.b.1] *The new Peacebuilding Commission is expected to ensure predictable financing for recovery, including through a multi-year standing peacebuilding fund. Strategies like local procurement, a policy adopted by FAO, facilitate sustainable recovery.*

L. Additional reporting requirements

Reporting requirements	*Actions*	*Benchmarks and time frames*	*Action by*
• In paragraph 100 of resolution 59/250 the General Assembly reaffirmed that the governing bodies of the funds, programmes and specialized agencies of the United Nations system requested should take appropriate actions for the full implementation of the resolution, in line with paragraphs 91 and 92 of resolution 56/201	Triennial comprehensive policy review-related reports for the Economic and Social Council and the General Assembly are prepared in consultation with all concerned organizations within the United Nations system, and in close collaboration with UNDG	2005-2007 **[L.1]**	Given the special emphasis that the present resolution places on the roles of UNDG and CEB, their involvement in defining system-wide modalities and their assessment for the 2007 Triennial Comprehensive Policy Review need special attention

[L.1] *The present progress report updates the management process (see E/2005/58) for implementing resolution 59/250, and reflects actions taken by United Nations organizations.*

Reporting requirements	*Actions*	*Benchmarks and time frames*	*Action by*
• The executive heads of United Nations funds, programmes and specialized agencies were requested to submit a yearly progress report to their governing bodies on measures taken and envisaged to implement the General Assembly resolutions, as well as appropriate recommendations (para. 91 of General Assembly resolution 56/201)	Yearly progress reports	Annual, 2005-2007 **[L.2]**	United Nations organizations

[L.2] *Agency reports submitted to their respective boards reflect progress on key triennial comprehensive policy review decisions*

Reporting requirements	*Actions*	*Benchmarks and time frames*	*Action by*
• The executive boards of the United Nations funds and programmes were requested to ensure that the heads of those organizations include, in their annual reports to the Economic and Social Council (see resolution 1994/33), a thorough analysis of problems encountered and lessons learned in the implementation of the Secretary-General's reform programme, the Triennial Comprehensive Policy Review and the follow-up to the Millennium Declaration/major United Nations conferences, to allow the Council to fulfil its coordinating role (para. 92 of General Assembly resolution 56/201)	Reports	Annual, 2005-2007	United Nations funds and programmes

UNFPA and UNDP submitted a first joint report to Economic and Social Council on their activities and progress made in implementing resolution 59/250.

WFP will bring under one report to Economic and Social Council and the FAO Council, its annual report, the report on General Assembly and Economic and Social Council resolutions, and the Triennial Comprehensive Policy Review progress report.

Reporting requirements	*Actions*	*Benchmarks and time frames*	*Action by*
• In paragraphs 37 and 101 the Secretary-General, after consultation with the United Nations funds, programmes and specialized agencies, was requested to submit a report to the Economic and Social Council, at its substantive session of 2005, on an appropriate management process, containing clear guidelines, targets, benchmarks and time frames for the full implementation of resolution 59/250	Secretary-General report to the Economic and Social Council	2005	Department of Economic and Social Affairs in collaboration with United Nations system

The Secretary-General submitted to the Economic and Social Council, in 2005, the management process to implement resolution 59/250. As requested by the Economic and Social Council, the present report contains the updated matrix of the management process, with analysis on results and outcomes achieved.

Reporting requirements	*Actions*	*Benchmarks and time frames*	*Action by*
• In paragraph 102 the General Assembly invited the Economic and Social Council, at its operational activities segment in 2006, to undertake an evaluation of the implementation of the resolution, which entails a progress report by the Secretary-General for that year	Secretary-General progress report to the Economic and Social Council on the implementation of resolution 59/250	2006	Department of Economic and Social Affairs in collaboration with United Nations system
• In paragraph 103, the General Assembly requested the Secretary-General to submit to the Assembly in 2007, through the Economic and Social Council, a comprehensive analysis of the implementation of the resolution in the context of the Triennial Comprehensive Policy Review, including, as in the past, appropriate recommendations	Secretary-General report to the General Assembly through the Economic and Social Council, on Triennial Comprehensive Policy Review	2007	Department of Economic and Social Affairs in collaboration with United Nations system

Notes

[1] General Assembly resolution 44/211, fourth preambular paragraph and paras. 18-19, and twenty-first preambular paragraph.

[2] E/2005/58, section III, "The approach of resolution 59/250: an overview".

[3] Ibid., paras. 17-19.

[4] World Summit Outcome, General Assembly resolution 60/1, paras. 168-169.

[5] A/60/430, paras. 40-41.

[6] See note 4.

[7] World Summit Outcome, General Assembly resolution 60/1, paras. 42-46.

[8] UNDG website, membership of UNCTs, www.unctdatabase.undg.org.

[9] General Assembly resolution 59/250, para. 24; General Assembly decision 60/547.